
Torch

Winter 1-1-1993

Torch, Winter 1993

Cedarville College

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CEDARVILLE TORCH

PLANNING
Getting There From Here





on line With

Paul Dixon

President
Cedarville College

Strategic Planning

Happy 1993! God has a plan for you in this new year! We have a God who thinks strategically and who has made this plain in the pages of Scripture.

The Dallas Cowboys and Buffalo Bills had game plans for Super Bowl XXVII on January 31 in Pasadena, California. One was more successful than the other.

General Norman Schwarzkopf had a brilliant strategic plan in Operation Desert Storm. We marvelled at the clear mission and objectives that were carried out in minute detail—a marked contrast to our war in Vietnam where we never seemed to know why we were there.

Our Lord came to planet earth with a purpose. He took every step on His way to Calvary in concert with the Father's eternal strategy. In John 17:4 He stated clearly, "I have glorified thee on the earth: I have finished the work which thou gavest me to do." That ought to be the objective of every Christian, every church, every Christian organization.

Our mission at Cedarville College is "to offer an education consistent with biblical truth." Two of our benchmarks for the rest of this decade and century 21 are to be mission-driven and to fulfill this

mission in a changing world through strategic planning.

As we reflect on our history at Cedarville, there is no explanation for the continued success but our great God. He has sent to us outstanding trustees, administrators, faculty, staff, and students. We have made strategic moves under His leadership:

- The development of a compelling liberal arts curriculum, offering students a comprehensive education grounded in biblical truth.
- The addition of programs in business, nursing, and engineering, educating Christian professionals for positions in demand.
- The construction of major facilities, e.g., the Athletic Center, Centennial Library, Engineering/Nursing/Science Center, and dormitories, along with continued remodeling of other facilities.
- The establishment of CedarNet, our state-of-the-art campuswide computer network, to prepare our students for the technological demands of the 21st century.

- Bringing to the campus a full-time Missionary Internship Service (MIS) director to promote student interest in missions and help them find ways to serve Christ around the world.

These are some of the strategic plans that have become reality.

As we look to the future, we plan to address our human resource needs, including compensation, benefits, and personal and professional development. Technology and engineering will present continual challenges and opportunities. We will need a larger chapel and a music facility in the near future. The Lord willing, we would like to build a new student union at the beginning of the new century. Facilities for spiritual instruction and social interaction are vital to our plans for educating the whole person—and for graduating students who will serve the Lord in all areas of life.

Our greatest hope is that our Lord will return soon and we will be with Him in our heavenly home, fulfilling His plans to perfection. Until that glorious day, we must not only work and pray, but also think strategically.

Complete Confidence

Are you confident your plans will succeed? Most of us would freely admit we have had plans go wrong. Often these setbacks had little to do with how smart or dedicated we are. Perhaps we lacked good information, or another duty took priority. Maybe we reached the goal, but not by our original deadline. Our plans might have failed because the people entrusted with certain tasks failed to carry them out properly. After all, no one is perfect...right?

Then what confidence do you have in your plan to get to heaven? Are you relying on your own good works to earn admission to God's eternal paradise? Are you trusting in some religious system created by men? This is no time to take your chances. Wouldn't you rather be sure?

Only one person is perfect—Jesus Christ, who is both God and man. He will never fail you, and He provides the only way to heaven. The Bible tells us, "Jesus Christ is the same yesterday, today, and forever" (Hebrews 13:8).

Yesterday. In the past, Jesus Christ came to earth to tell us about God and to die for our sins. When He came back to life, He proved that nothing, not even death, could prevent Him from accomplishing His plan.

Today. Right now, you can accept Jesus Christ as your Savior and Lord. Put your confidence in Him. Believe that He died, was buried, and rose again to pay the penalty for your sin. Ask Him to forgive you and save you from eternal death in Hell.

Forever. In the future, Jesus Christ will welcome you to His heaven—you will live forever because of Him! Since He is God, He loves you and has all the power necessary to make certain that *His* plan for you comes true. You can depend on Him.

"Blessed be the God and Father of our Lord Jesus Christ, who according to His abundant mercy has begotten us again to a living hope through the resurrection of Jesus Christ from the dead, to an inheritance incorruptible and undefiled and that does not fade away, reserved in heaven for you, who are kept by the power of God through faith for salvation ready to be revealed in the last time" (1 Peter 1:3-5).

Please read the following verses in the Bible to learn more about God's plan of salvation: Romans 3:10-12; I Corinthians 15:1-4; Romans 5:6-8; Hebrews 1:1-3; Romans 10:10-13.

For more information contact:

Dr. Harold Green
Vice President for Christian Ministries
Cedarville College
P.O. Box 601
Cedarville, OH 45314
513-766-2211

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Editor

Dr. Martin Clark

Managing Editor

Doug Miller

Associate Editors

Martha Baldwin
Judy Johnson

Proofreader

Irene Gidley

Graphics

Les Troyer

Photography

Scott Huck

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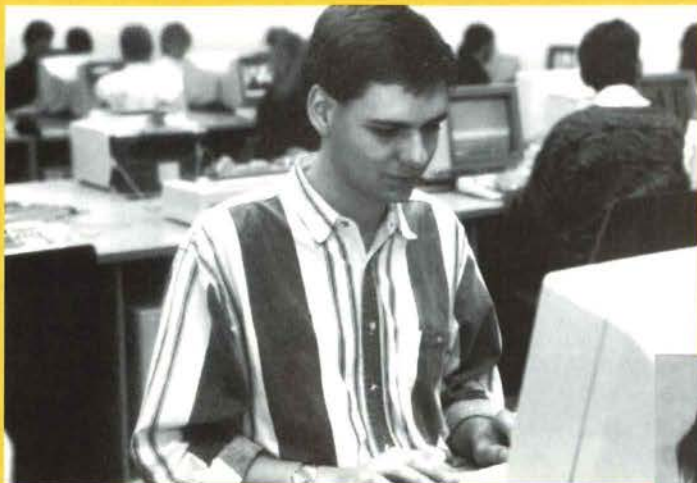
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"...the things that thou hast heard from me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also."

2 Timothy 2:2

CAMPUS NEWS



Network Update

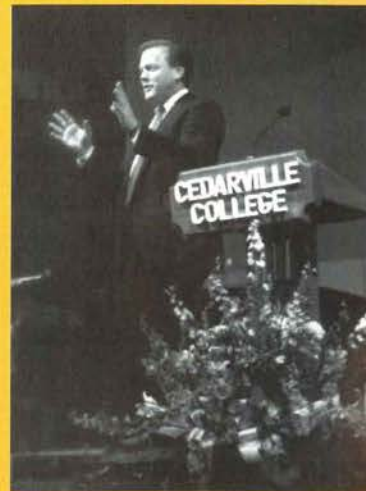
CedarNet has become an important part of the Cedarville College culture. During the fall quarter faculty and students learned to utilize the versatile computer network in the academic arena as well as in daily communications. Currently computers in 300 dormitory rooms, four public labs, offices, and the library are connected through CedarNet.

In January CedarNet was linked with Internet, which connects tens of thousands of computers in educational institutions and businesses around the world. Internet makes possible the global sharing of files and electronic mail right from residence hall rooms or offices at Cedarville.

The IBM Corporation, which selected Cedarville to be a showcase partner in the CedarNet project, has donated over \$550,000 in consulting time and equipment, including a computer lab in the new Engineering/Nursing/Science Center. This lab is the largest of the four public student labs and includes 32 workstations providing student access to the network.



The board of trustees has named Dr. Robert Gromacki Cedarville's first Distinguished Professor. Dr. Gromacki, professor of Bible and Greek and chairman of the Department of Biblical Education, is a popular conference speaker and interim pastor. He has accompanied several tours to Israel in a teaching capacity and has authored 14 books on Bible themes.



Dr. Joseph Stowell III returned to Cedarville to present the Winter Enrichment Conference messages January 4-8. Dr. Stowell, a graduate of Cedarville College and Dallas Theological Seminary, is president of Moody Bible Institute.

ICR Brings "Back To Genesis" Seminar

The Institute for Creation Research will present a "Back to Genesis" seminar for the general public Friday evening, April 16 through Saturday evening, April 17 at Cedarville College. For more information call 513-766-7878. The ICR representatives also will speak on creationism in chapel April 13-15.



Pritchard Wins NCCAA Cross Country Title

Krista Pritchard, senior nursing major from Largo, Florida, outran 104 others to win the 5,000 meter national NCCAA (National Christian College Athletic Association) women's competition. Krista received the Wheeler Award as the NCCAA's outstanding Christian female cross country runner of the year. She is the second Cedarville woman to win the national competition. Jane Romig Brooker took the title in 1984 and in 1985.

E/N/S Campaign Nears Completion

We rejoice in the Lord's provision of the 100,000 square-foot Engineering/Nursing/Science Center. To date over \$5.6 million has been given or pledged toward the \$7 million project. The Kresge Foundation has offered a challenge grant of \$400,000. Currently, \$466,000 is needed for us to receive the challenge grant and \$966,000 to complete the project. If gifts, as well as commitments to give through 1994, are received before March 1, 1993, they will count toward receiving the challenge grant.



Mantovani Orchestra Returns

The world-acclaimed Mantovani Orchestra returned to open the 1992-93 Cedarville College Artist Series on December 10. The concert included a variety of Christmas music.

Itineraries



Dr. Paul Dixon
President

Boca Raton, Florida

Winter Bible Conference,
Bibletown, February 28-March 5

Kent, Ohio

Funtastic '93, OARBC Youth Activity,
Kent State University, March 27

Cleveland, Ohio

The Gospel House, March 28

North Tonawanda, New York

First Baptist Church, April 17-18

Worthington, Ohio

Hosanna '93, Grace Brethren Church,
April 23-24

Grandville, Michigan

Grandville Baptist Church, April 24-25

Charleston, West Virginia

Bible Center Church, May 2

Winona Lake, Indiana

Grace College and Seminary, May 14



Dr. James T. Jeremiah
Chancellor

Hobart, Indiana

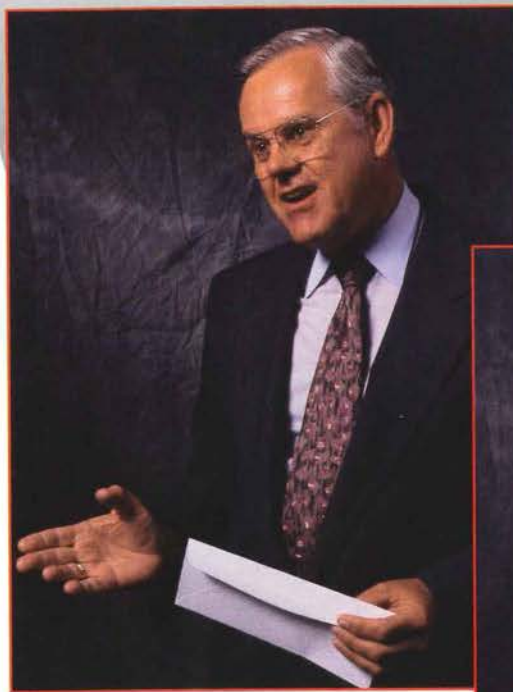
Baptist Mid-Missions meeting,
Central Baptist Church,
March 14-16

Planning Strategically For Your Company's Values

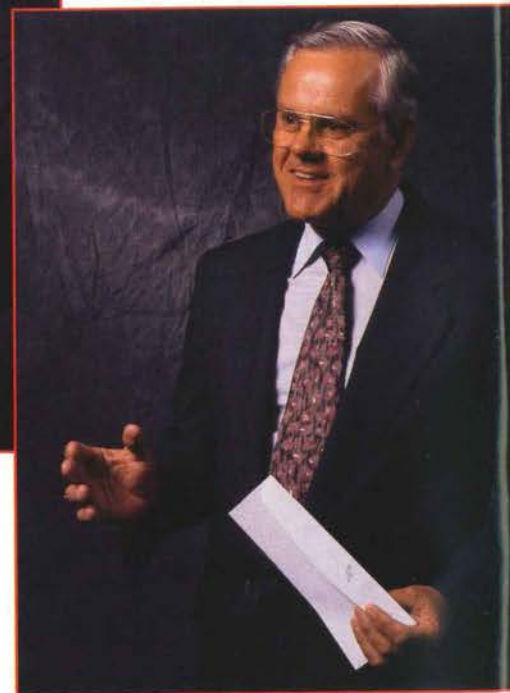
OPEX[®]
CORPORATION

Perhaps you, like many Christians, have thought about owning a business. You realize that how you conduct your business is important to God, whether you work for yourself or someone else. Yet every company has its own culture—the business philosophy, shared values, ethical principles, and personal ambitions of the company's key people. If you own a business, the company culture is your responsibility. Just as you need a plan to meet quality, sales, or organizational goals, you need a plan to create a corporate culture which is comfortable for you and honoring to your Lord. In the following interview, Albert Stevens, president of OPEX Corporation and a trustee of Cedarville College, shares how he has tried to promote positive values in his company. His wife, Joanna, is secretary/treasurer of the company.

6 Torch



"We want to seek God's will in everything that we do, including our business."



"Accountability causes us to perform to expectations."

OPEX is America's number one producer of mail extraction equipment, with more than 70% of the domestic market. The company name came from "open" and "extract." OPEX systems are in thousands of mail rooms throughout the United States, Canada, and Europe. Within the totally self-contained company, systems are designed, manufactured, sold, and serviced by OPEX employees. The company is known for "OPEX 4-Hour Service," assuring customers that a service technician will be on site within an average of four hours to resolve any equipment problems.

How did you decide to own your own business?

Soon after going to work for OPEX, I discovered that the company was nearly bankrupt. My wife, Joanna, and I felt the business could be successful. We consulted friends and trusted counselors, and relied heavily on our pastor, Dr. Carl Elgena, whom we also respected as a businessman. We want to seek God's will in everything that we do, including our business. Therefore we look for His blessings on our plans. We consult with other Christians, especially those who have a good testimony in their businesses. In addition, we do as much planning as possible so that we'll have a plan in place to carry out what we believe to be God's will. If He does not bless, we will be sensitive to that, and can adjust our plan.

What are some of the core values of your company?

I can list some philosophies that are important to me.

1. To conduct all business in a fair and honest manner.
2. To listen and be responsive to customers' needs.
3. To recognize the value of the individual.
4. To have a conservative financial management plan which dictates growth.
5. To move ahead continually and deliberately to assure the continued survival of the company.

6. To exercise freedom from tradition and convention if a better method can be devised.
7. To expand only in fields related to our existing business.
8. To maximize employee empowerment by operating with minimum layers of management.
9. To avoid an "It's not my job" attitude.

How does your company structure reflect this philosophy?

Christians can have different approaches to running a successful business. Our business and its environment suggest that if we empower the employees and trust them to do a good job, we have good productivity and a high level of interest by the employees. Therefore, we have created a fairly flat organization.

An advantage of a small organization is that the owner is required to be involved in just about every aspect of the business, so we can react very quickly to changing market conditions, development of new products, and providing better services.

We have consciously worked to retain flexibility in our decision-making, and also to create a family atmosphere by keeping the rules and documentation to a minimum. We want to be cooperative in our efforts. At OPEX, it's unacceptable to say "That's not my job." We do not have a published organizational chart.

Given your effort to "keep rules to a minimum," do you have any written policies to ensure the company will reflect your values?

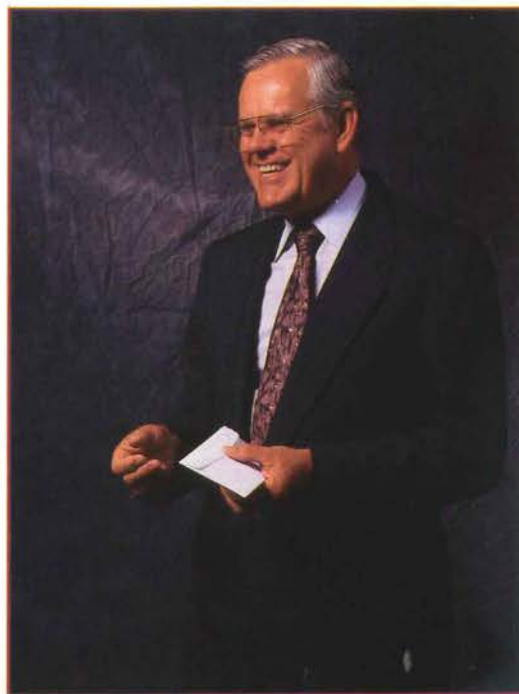
Our first written policy documents were directed toward expense reimbursements. We wanted to be sure our employees reflected the company philosophies. For example, we did not want our employees drinking alcohol at lunch, so, as a part of our employee

expense policy, we clearly indicated that drinking was not going to be allowed while entertaining prospective customers. Also, we wanted to avoid giving the appearance of trying to inappropriately influence someone to purchase equipment through meals and entertainment. That also is reflected in our expense policy.

We now have about 250 employees. As our company has grown, we have created a policy manual, for both administrative and legal purposes. This helps us respond appropriately if any employee does have a problem. We do our best to rehabilitate the individual and help him to be productive.

How can you as company president influence the values of others in the company?

Leadership at the top sets the pace for the company. The extent to which we hold high standards, treat employees fairly, and expect customers to be treated fairly will be reflected in how employees deal with each other as well as with customers. Our employees are aware I am available for them and for



"Realize that everything you have is a result of God entrusting you with a responsibility."

our customers. It keeps us accountable for our actions to each other. Accountability causes us to perform to expectations.

A person who owns his or her own business has significant opportunity to cheat...on taxes, on the way he or she reports. But such dishonesty is a horrible testimony for a Christian. Some of the inside people in a company have to know what is going on if you are not handling the accounting records properly. The moment you depart from what is right, your testimony is null and void. If we are going to be stewards—and we look at our business as a stewardship responsibility for the Lord—we cannot bring discredit to the Lord. The principle of stewardship applies to all areas of life—how a salesman reports his expenses, how a parent regulates her child's television viewing, or how a pastor makes use of his study time.

How does the concept of stewardship affect your daily approach to business? Can you communicate that philosophy to others in the organization?

Stewardship sounds simple, and if you keep focused it does not get complicated. Do not become possessive. Realize that everything you have is a result of God entrusting you with a responsibility. As you trust Him more and more, He increases the scope of your responsibility. If you maintain your focus that God is using you to accomplish His will, then your biggest task is trying to understand how those resources are to be used for His purpose.

We exhibit those characteristics by trusting the employees to do a good job and be honest in their daily work, and by rewarding them when they do an outstanding job, both in recognition and financially. Our interest in people outside the business day reflects to our employees what is important. When an employee has a difficulty that is nonbusiness-related, does he bring his problems to us or keep them away from us? That is a litmus test for any manager.

So one way you can build a corporate culture is by building into the lives of the people who are a part of the company?

Yes, I would agree with that. A Christian business couple, such as Joanna and I, have constant opportunities to help people on a personal basis—discussing priorities in life, personal needs, spiritual needs, and educational goals for their families and children.

We have tried to build a family-oriented business. That goes beyond the people in the company who are actually related to us, such as our two sons. It means treating people with kindness and compassion, looking upon them as having worth and value.

Joanna and I interview key employees before hiring. We share our personal beliefs and company goals to be a testimony of what God has done in our lives. We listen to the applicant's responses as to his values and make sure that there is no real conflict.

You need not be a company president to take advantage of opportunities to attend to personal needs of individuals, whether they be spiritual or physical needs. That is true for every Christian, regardless of where God has placed you.

How are your corporate values expressed to people outside the company?

Our company has had an unusual growth pattern because we have been a company of our word. If we have made a commitment to a customer, we have carried through on that commitment. That has set us apart, and given us a strong measure of success. We set extremely high standards of business ethics. Since we're in a small industry and are in a

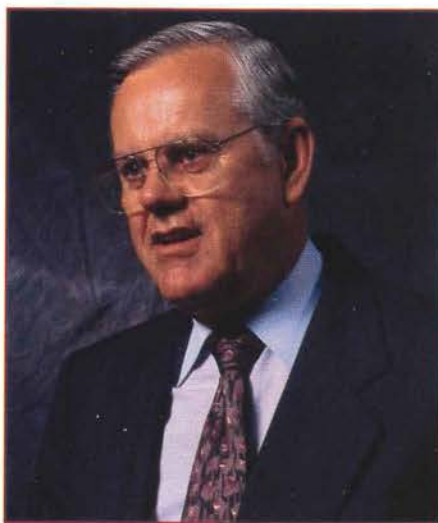
leadership role, I believe we have actually affected favorably the entire industry.

Do you believe God wants you to plan strategically in your business?

Yes. In fact, as I am speaking to you we have our top management people meeting to discuss our strategic plans and place a focus on long-term planning. Last fall we discussed short-term planning. While we plan thoroughly as though the entire success of the business depended on our plan, we rejoice in God's refinement or revisions that are different than what we've planned.

Has God ever changed your plans?

From the very beginning! We had been successful in asking Christian friends to participate as investors. When we made our offer to the owner, he agreed to sell, but he delayed for



"We set extremely high standards of business ethics."

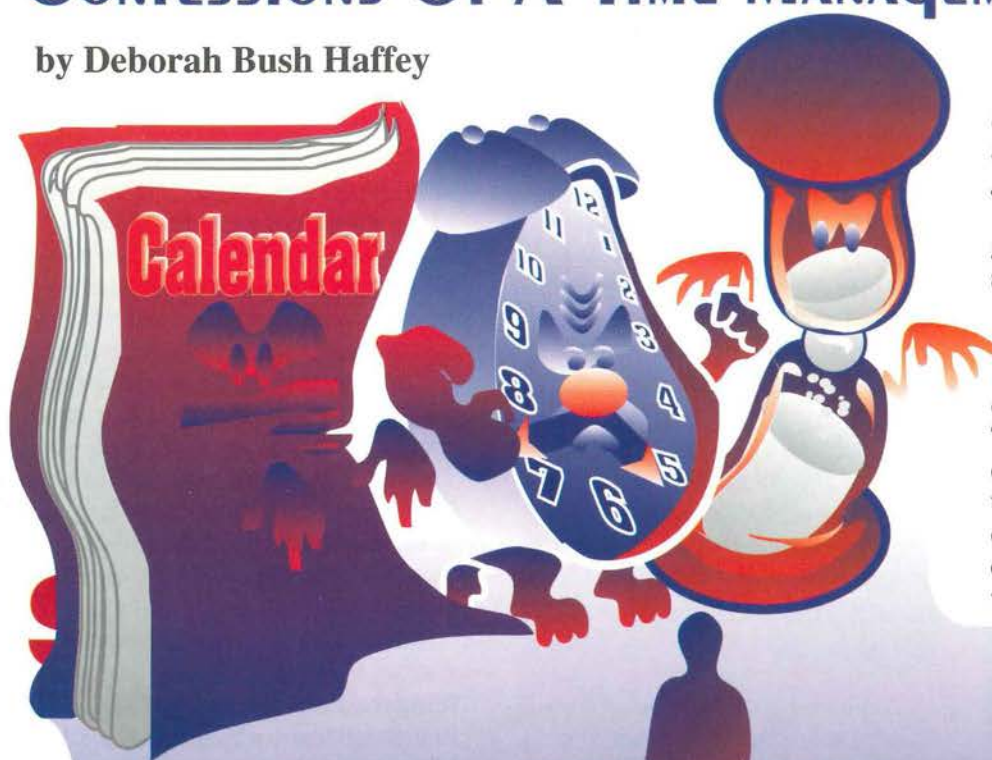
about six months. During that time the funds we had sought

were no longer available. That was not a part of our plan. As a result of the delay, we were able to buy the company without borrowing from investors. We had trusted God and had done what we thought was right, but God's timing changed things. He led us to take some risks and carry out the purchase without having investors involved. We have seen God change our plans numerous times. Quite frankly, if you view a Christian's role in business as a trustee, then when God is through using you in a particular area, it really does not upset your world. So we are just waiting to see how God will continue or discontinue using us in this fashion.

BEAT THE CLOCK:

CONFESSIONS OF A TIME MANAGEMENT DROPOUT

by Deborah Bush Haffey



Time management books all seem to say the same thing:

You will waste your life if you don't have a list. If you ever do anything at the last minute or [horrors] miss a deadline, you should be ashamed. Your lack of organization resides in a foolish refusal to change your schedule, lifestyle, personality, intelligence, rational habits....

The last time management book I was reading was saying something like this as I threw it across the back porch:

Begin breakfast the evening before while you are cleaning up from dinner. Fry the sausage while you do the evening dishes....

This assumes that no one in the house does dishes but you and that the family enjoys leftovers for breakfast.

If you are having difficulty accepting the structure of this system,

then you probably need more free time than you think the system will give you.

"Yes, yes!" I cried. "When do I ever get to just sit and watch the birds or stare at the wall?"

What you need to do is schedule more free time.

That's when I decided to toss books on time management out of my life. The systems required to maximize every minute of the waking day were too restrictive. And what did I know of this author anyway? He or she could be a neurotic list maker who wore a wrist watch with an alarm or never let a paper clip get mixed in with the safety pins. Reading these books made me feel like a failure. I was ashamed to admit that I ever spent a day reading a good book, or that I headed to a nature preserve with the kids and left the picnic lunch on the kitchen counter, or that I never cook on Sunday evenings.

In an effort to bounce back from the crippling experience of receiving *The Messies Superguide* as a gift, I set out to establish my own philosophy of personal planning. I focused on personal planning rather than time management because planning allows me to exert control over some events of life in order to meet lifelong goals.

The Bible speaks not of time management, but of personal planning when it tells us to "Do all things decently and in order" (1 Corinthians 14:40). God does not give me "cookie cutter" advice on time management which requires me to organize my life in exactly the same way as all others. Rather, He

tells me to live life in a manner that is “well-formed or decorous,” according to *Strong’s Concordance*, completing tasks in “regular arrangement,” with “official dignity and order.” *Strong’s* goes on to explain the words “in order” to mean “to arrange in an orderly manner, to appoint, determine, ordain, set.”

Therefore, my plans should allow a certain amount of control over my life. My days should be decorous, or in good taste, and determined in an orderly way. The goal of this command emphasizes that I show order in my personal life, rather than commanding that I adopt a universal standard of organization.

Christ’s years on earth show the outworking of the Godhead’s plan. Even when the Lord allowed His plans to be seemingly “interrupted,” the interruptions were achieving His stated goals. Interruptions can sidetrack an immediate goal while fulfilling a long-range goal. The Lord tells us to “redeem the time” (Ephesians 5:16), i.e., to rescue the time from loss. When God providentially supplies an opportunity for me to work toward a long-range goal and I buy up that opportunity, I have rescued the time from loss. Viewing the interruption as

my good fortune and changing my plans to meet the interruption allows me to bring glory to God while I also work toward one of my long-range goals.

Parents and counselors see this principle operating frequently in interpersonal relationships. In order to meet the long-term goal of nurturing the development of another human being, we must sometimes set aside daily maintenance tasks. Rather than being a sign of disorganization, this could be a sign of meeting a more primary goal.

While many people accomplish much with their lives, an observer cannot always see what is being accomplished at any given time. I cannot always evaluate my own planning effectiveness daily, weekly, or even monthly. There are times when my schedule might change radically as I move to fulfill a larger, more important goal. This is one way personal planning allows me to exert control over the events of my life in order to meet lifelong goals.

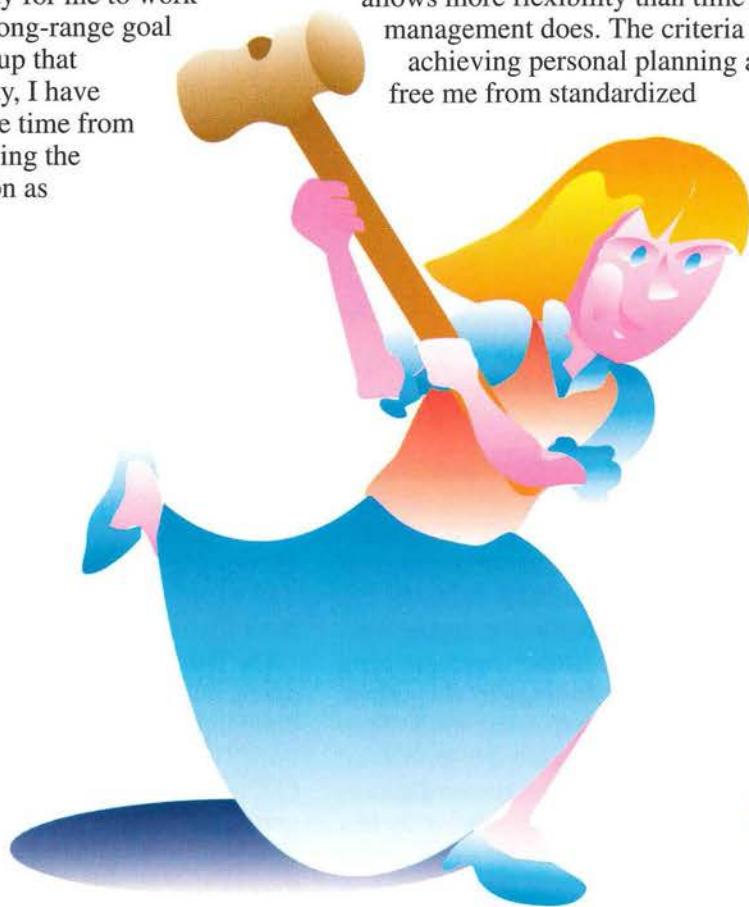
The concept of personal planning allows more flexibility than time management does. The criteria for achieving personal planning also free me from standardized

techniques and make it possible to avoid a brittleness in my planning. Personal planning adjusts the scheme to me, rather than requiring me to adjust to the scheme. This also reduces the false guilt feelings which seemed to accompany every purchase of another “easy” planner. The philosophy of personal planning is purposely ambiguous in order to allow for each person’s adaptation.

When developing my personal plan, **I first determined those life goals which are most important to me.** These might include people, art, or professional achievement, and will vary in number and priority for each of us. Life goals identify my life message to the world. Other people recognize them as the characteristics of my daily life. They are the “good works” (Ephesians 2:10) which God has ordained for me beforehand—those things which others remember about me.

I also needed to assess my energy level and my temperament. Three questions help to determine a realistic number of life goals.

1. How much stress can I tolerate? How much “down time” do I require?
2. How many hours a day can I work, or spend with people, or be creative?
3. When I am pushing to accomplish a large goal, what daily maintenance chores can I ignore? Meeting goals most often involves making tradeoffs between many good and



needed activities. What can I tolerate *not* doing in order to accomplish a more important goal?

I then could view my personal plan with satisfaction. If I have established my goals with God's leading, then fulfilling the good works which He has ordained for me is a rewarding experience. If my plan differs from that of others close to me, I can praise God for the individuality which He gives each of us, rather than being embarrassed that my priorities differ from another's.

Finally, I regularly evaluate my life to ensure that I am working toward my life goals. Do my daily activities contribute to or drain energy from meeting my life goals? If one of my highest goals is to encourage others to grow emotionally and spiritually, then to stay up late at night talking to a young college couple about how to make wise life decisions will help me meet that goal. Making certain the dishes are done before I go to bed, while important, will not help me meet this high priority goal.

I'm not certain what is going to happen in the next two hours—one of my children might need my help, or our out-of-town guests might arrive early. Should I clean the pantry before company comes, or

get that last load of laundry out of the dryer? I think my time would be better spent catching up with my children on how their day has gone, again fulfilling one of my life goals.

I still wear a watch and make a list of "Things to Do"—even though I often lose the list. But now I feel comfortable ignoring the time or leaving some items on my list until tomorrow. And I still accomplish important tasks, many of which contribute to my life goals. This system works for me, a time management dropout, and allows me to realize significant goals which will define my service for God.

Deborah Bush Haffey, a graduate of Cedarville College and The Ohio State University, serves as assistant professor of communication arts at Cedarville. She coaches the debate team and is a popular conference speaker.



Planning Your Giving

Strategic planning has a place in the stewardship of your finances. "Planned giving" occurs as you plan strategically your regular giving or your estate.

Your approach to financial planning should focus on four major areas.

- 1.** Prayerfully consider those for whom you are responsible. This can include charitable interests.
- 2.** Make a careful listing of all of your assets and liabilities. Include real estate, securities, life insurance, bank accounts, personal property, pension plans, mortgages and other debts.
- 3.** Think about what you believe God would have you to achieve financially during the remainder of your life. Consider income needs for yourself and dependents, as well as eventual estate distribution plans. Charitable distribution should be an important part of these plans.
- 4.** Seek the counsel of advisors you trust. Their assistance can help ensure that your stewardship planning will function as you desire.

You might want to consider revocable living trusts and power of attorney. A well-drawn will is essential and can include gifting through a bequest assets no longer needed or that remain at death. Your planning could also include:

- designating a charitable beneficiary of life insurance or retirement plan proceeds
- placing a remainder interest in a revocable or irrevocable trust
- numerous other convenient planning opportunities

For more information contact:
Robert K. Rohm
Director of Planned Giving
Cedarville College
P.O. Box 601
Cedarville, OH 45314
513-766-7804



Your Church Ministry: Planned Effort Or

by Dr. Robert Wiggins and
Pastor William Rudd

Potluck?



Success is rarely an accident. Leaders plan and act for success. Great biblical leaders such as Moses, Joshua, Nehemiah, Paul, and our Lord Jesus continually illustrated and taught important management principles. Today's business leaders are implementing these same principles in the process of strategic planning. They establish goal-oriented plans which they believe will help them accomplish their objectives. They constantly evaluate their successes and failures with the goal of always becoming better at whatever they do. Should God's business, the church, be any different?

Some might object that strategic planning eliminates the leading of the Holy Spirit. However, God's omniscient Spirit is able to lead far in advance just as well as "on-the-spot." God's eternal plan of redemption established "before the foundation of the earth" is the supreme example of strategic planning. To be like God, His servants must prayerfully plan ahead.

We propose two broad positions in this article. First, one priority for leaders in a church should be to plan strategically for the long-term success of the church. This is especially true for the pastor as chief management officer of the church. Second, these strategic planning practices should fuel a constant cycle of planning, assessment, and implementation. The Word of God and the plan of salvation do not change, but the world we are called to reach is constantly changing. We must seek the most effective means of communicating unchanging truth in a dramatically changing world.

Prepare a Mission Statement

The first step in strategic planning is preparation of a mission statement.¹ The purpose of a mission statement is to keep everyone focused on what they believe God wants them to accomplish as an organization. This will ensure that their activities have significance rather than being fruitless expenditures of energy and resources.

The mission statement should be simple, short enough for everyone to remember, and strong enough to guide the entire ministry of the church. Preparing a mission statement should involve more than just the pastor or a few church leaders. Rather, leadership should prepare the initial statement. Thereafter, the size of the congregation should determine how many people participate and to what degree. Ultimately, the entire congregation should have the opportunity to refine the statement, with much prayer and honest discussion. In general, a congregation fully involved in the preparation of a mission statement will be committed to behavior designed to implement the goals that flow from the statement.

A mission statement might be as simple as: "The mission of Corona Bible Church is to glorify God, reach the unchurched, and build up the believer." A slightly longer one might be as follows:

The mission of Calvary Baptist Church is to glorify God by:

- *Attracting the unchurched of West Michigan to Christ and His Church,*
- *Building believers into completely committed Christians, equipped for lives of worship, witness, and service,*
- *Caring for the practical needs of individuals and families, both in the church and the community.*

Plan Strategically to Succeed

Given the mission statement, how can the church plan strategically? Strategic planning cannot take place until a systematic organizational analysis has occurred. Managers use

several schemes or tools to analyze their organizations.

One of the more popular tools is SWOT analysis. The acronym stands for areas of one's organization (in our application, a church) that should be assessed on a regular basis for the purpose of strategic planning or decision-making. Specifically, these areas of analysis are: Strengths, Weaknesses, Opportunities and Threats. The following diagram explains the elements of SWOT analysis. The two rows of the model focus on factors internal and external to an organization. The first row (Internal Factors) stresses the need to assess strengths and weaknesses within an organization. The second row (External Factors) stresses opportunities and threats in the environment.

Usually organizations cannot change their environments but must adjust to them. Examples of environmental phenomena might be the kinds of families that are in the neighborhood of a church or regional economic conditions that may have an impact on the finances of the church. In the first case, analysis should cause the leader to recognize the opportunity to bring in new families with programs that meet their needs. In the second case, a more conservative approach to costly programs or projects might be mandated.

Another way to consider the SWOT diagram is in terms of the two columns. These vertical dimensions focus on areas where the church can successfully grow and improve (strengths and opportunities) as well on areas that have the potential to harm the church (weaknesses and threats).

The key to meaningful SWOT analysis is objectivity. Problems arise when an organization does not honestly recognize its current status on each of the SWOT dimensions. When this failure occurs it is rarely intended or by design. People don't plan to fail. More often, they fail to plan to succeed, and part of this failure involves an overreliance on their biases.

	Areas For Growth	Areas That Can Hurt Us
Internal Factors (Things inside the church)	Strengths S	Weaknesses W
External Factors (Things outside the church)*	Opportunities O	Threats T

* External factors can range from the immediate demographic environment of the church (population characteristics) to the national economy.

For more information about using SWOT analysis in strategic planning, see: Arthur A. Thompson and A.J. Strickland III, *Strategic Management Concepts and Cases*, Plano, TX: Business Publications, 1984.

For example, because of their position, leaders may choose to believe their organizations have no threats or weaknesses. After all, what is happening is usually the result of their sincere efforts and leadership. However, sincerity does not necessarily mean a pastor will objectively assess internal and external aspects of his church. Also, if the pastor has a strong charismatic personality his advisors may essentially "rubber stamp" his stated desires, plans, or analysis without objective scrutiny. Therefore, the members of the body who should be providing accurate analysis of the church may be silent about negative factors. In the secular world this is called groupthink² and results when almost everyone in a group feels a necessity to agree with everyone else, often without an objective analysis of the facts. The result is that significant facts are often not considered when important decisions are made.

Various methods of information-gathering can yield a truly objective appraisal which will serve as a guide for merging the mission of the church with action-oriented goals. For example, leaders could ask representative groups from the church to prepare lists of ideas for

each of the SWOT items. Or a church could hire an expert to prepare such an analysis, provided such an individual is sensitive to the church's doctrinal beliefs. The guidelines for preparing a SWOT analysis should make it very clear that the goal is not to have a gripe session. Rather, everything should be done in a team spirit with a desire to glorify the Lord and help each other become most effective.

Establish Goals

Based upon the information from an objective SWOT analysis, church leaders should prepare a list of goals which will contribute to accomplishing the mission of the church. Goals should be specific, achievable but challenging, easily understood, accepted by the church body, and measurable.

Goals should be specific. Goals stated in indefinite "best we can do" terms will likely lead to disappointment and substandard performance. Vague intentions mean different things to different people and provide no accountability.

The history of Nehemiah rebuilding the wall of Jerusalem provides a strong example of how strategic planning followed by goal setting leads to successful accomplishment. Under Nehemiah's guidance, the wall was rebuilt in only 52 days! However, a careful reading of the books of Ezra and Nehemiah reveals that Ezra returned to the holy city 15 years before Nehemiah, and that there was communication and a common vision between the two. The narrative provides clear evidence of long-term planning to accomplish the vision of rebuilding the wall. For the magnificent task to have been completed in such a short time, a massive amount of strategic planning and goal setting had to occur prior to the actual physical start of the project. Clearly, the vision over time was transformed into a sense of mission, and masses of followers were enlisted. Ultimately, material resources were secured and made ready, and the great task was accomplished.

Goals need to be simple, clearly related to mission, and few enough

to maintain focus. In a church, activities of the congregation are a primary means of accomplishing goals. We cannot overstate the importance of effective communication and interaction leading to congregational acceptance and ownership of church goals.

Defining goals in a measurable way is difficult and often a challenge. However, without measurable goals we have no way to determine our degree of success. Perhaps one of the most significant omissions of public and not-for-profit management is a failure to measure our successes and failures. Some people assume that honestly motivated activity will in and of itself produce some kind of positive goal accomplishment. The truth is that anyone who fails to measure has no systematic way to become aware of failure or success.

Be Willing to Change

Measurement helps servant leaders be accountable to the Lord and the people they serve. Measurement will reveal whether the church has successfully accomplished its goals. If so, the elements of the church's mission statement will be accomplished. If not, leadership should again cycle through the SWOT analysis and planning process to develop new goals and strategies. An especially strong effort should be made to analyze strengths and weaknesses within the church as they relate to opportunities and threats in the environment. A common reason for an organization not accomplishing goals is misunderstanding how the environment of the organization interacts with factors internal to the organization in goal achievement.

In general, pastors and other leaders who perpetually think of their organization in terms of SWOT analysis will be open to change and innovation. They will be apt to change or eliminate programs that prove to be ineffective, even those programs the leaders personally endorsed. Also, they will tend to focus on the concept of effectiveness (having the desired results) and how church activities

take advantage of environmental factors in mission accomplishment. In such a context they will be willing to consider innovative ideas that relate to unmet needs discovered through organizational analysis.

Summary

God gives power to individuals as a form of stewardship so that they can better serve as His ministers in a needy society (Romans 13). The power church leaders have to influence the behavior of a congregation should be recognized as a solemn trust. In this article we have suggested a management scheme we believe can be used in the church to increase our productivity for the Master. If properly applied, strategic planning will help leaders to evaluate their churches objectively in harmony with a mission statement and to establish meaningful goals. The ultimate result should be a progressive, self-correcting church; a church that adjusts internally to the realities of its environment so that it will move forward for the glory of God.

¹Two recent books that provide outstanding help for establishing a mission statement are:

Aubrey Malphurs, *Developing a Vision for the Ministry in the 21st Century*, Grand Rapids: Baker Book Company, 1992.

George Barna, *The Power of Vision*, Ventura, CA: Regal Books, 1992.

²See: Irving L. Janis, *Groupthink: Psychological Studies of Policy Decisions and Fiascos*, 2nd ed., Boston: Houghton Mifflin Company, 1982.



Dr. Robert Wiggins is associate professor of criminal justice and public administration at Cedarville College. He holds a bachelor's degree in theology and a Ph.D. in administration from the University of Texas at Arlington.



Rev. William Rudd pastors Calvary Baptist Church in Muskegon, Michigan and is a trustee of Cedarville College. He earned an M.Div. degree at Grace Theological Seminary.

Planning For College?

From the Financial Aid Office

We believe Cedarville College is one of the best values in higher education today. Still, most students use some type of financial aid to help pay for their college education. Last year our office processed \$6.9 million in various kinds of financial aid.

Need-based financial aid is awarded after a need analysis has been completed by the family to determine their family contribution. Family contribution is an amount that the family should be able to contribute to their child's education. Need-based aid includes **gift aid** (grants and scholarships) and **self-help aid** (loans and work programs).

Grants and scholarships awarded because of ability or performance are **merit-based** aid and may not be tied to need. Some **loans** are not need-based. The PLUS loan is a loan for undergraduate students that parents repay. Another possibility is **sponsorship** by a company or organization in which the student agrees to employment after the completion of his education.

Parents who are trying to save for a child's college expenses have many questions. We are here to help. Please call 1-800-444-2433 and ask for one of our financial aid officers.

Fred Merritt
Director of Financial Aid



P.S. You may also use the enclosed, postage-paid reply card to ask for more information.

Admissions Timeline For High School Seniors

June-September: Gather Information

- Determine what you want in a college.
- Write for information from the colleges that have features that interest you.
- Review this information.

September: Register To Take The ACT In October Or The SAT In November

- Scholarships are available based on test scores!
- Use our ACT code (3245) or SAT code (1151) when you take the test to have your scores sent directly to Cedarville.
- Having a problem taking the ACT? Take it when you visit Cedarville.
- Call 1-800-777-2211 for more information.

October-December: Apply For Admission

- Narrow your college choices down to two or three.
- Send in your applications.
- Visit the colleges you have selected.
- Obtain Financial Aid Forms.

January-February: Apply For Financial Aid

- Send the Cedarville College Financial Aid Form to Cedarville College.
- Send the FAF (Financial Aid Form) to the College Scholarship Service.
- Submit all forms before February 15 for your best opportunity.
- Submit all forms by the April 1 deadline.

March-April: Make Your Final Decision

- Talk to people who have attended your college(s).
- Visit the college(s) again.
- Contact the Financial Aid Office if you have any questions about your financial aid.

May 1: Send In Your Reservation Deposit

September: Enjoy Your First Days As A Cedarville College Student

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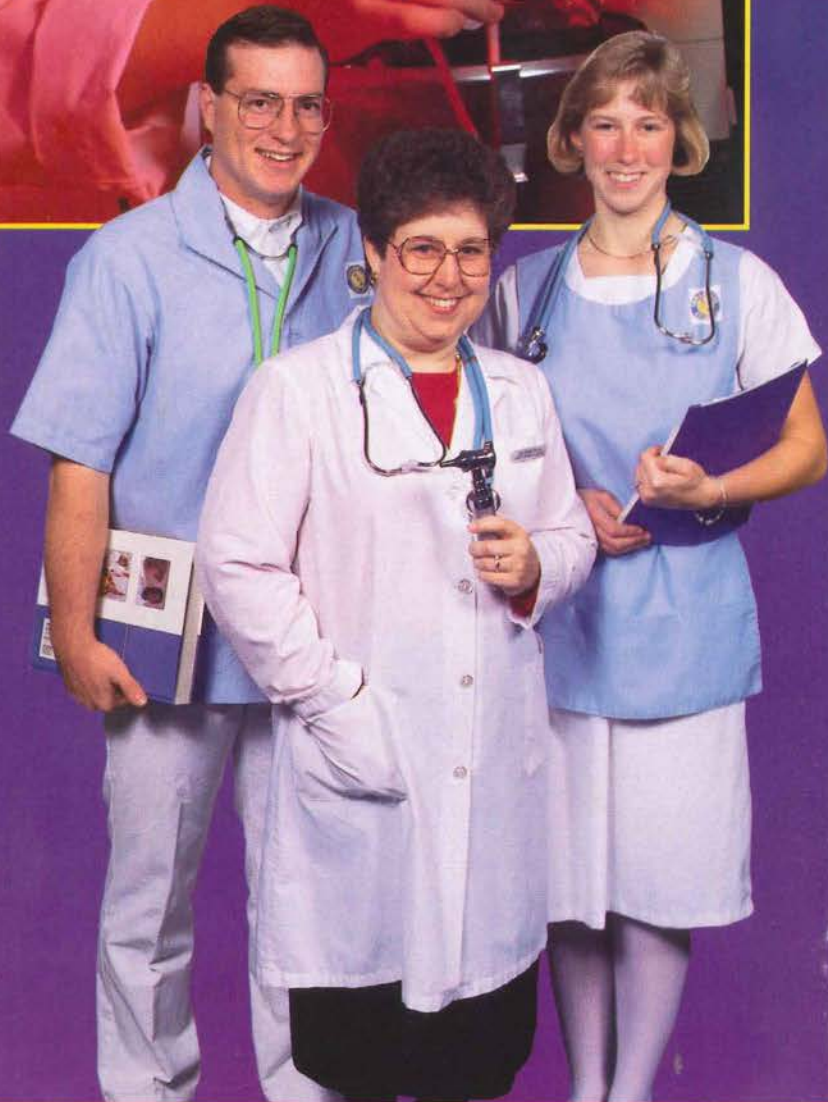
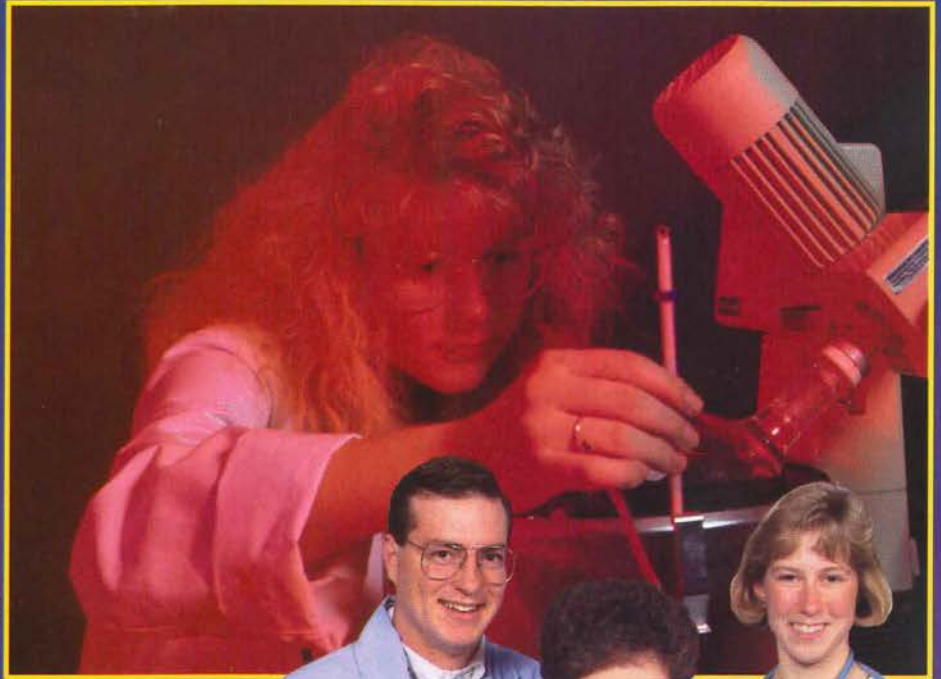
We offer the kind of outstanding instruction necessary for you to make the most of what the Lord has given you—as a business executive, engineer, pastor, broadcaster, teacher, nurse, or in a host of other careers to which God may be leading you.

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